DOCUMENT RESUME

ED 124 688 CE 007 229

AUTHOR Whitehead, Claude
TITLE Planning and Organizing a Sheltered Workshop for Mentally Retarded Persons.
INSTITUTION National Association for Retarded Citizens, Arlington, Tex.
SPONS AGENCY President's Committee on Mental Retardation, Washington, D.C.
NOTE 82p.; For related document, see CE 007 230

EDRS PRICE MF-$0.83 HC-$4.67 Plus Postage.
DESCRIPTORS Administrator Guides; Facility Planning; Federal Legislation; Manuals; *Mentally Handicapped; Mental Retardation; National Organizations; *Normalization (Handicapped); Operating Expenses; *Program Administration; Program Budgeting; Program Content; *Program Planning; Rehabilitation Counseling; *Rehabilitation Programs; *Sheltered Workshops; State Legislation; Vocational Rehabilitation

ABSTRACT

The document is a basic guide for planning and organizing a sheltered workshop, a work-oriented rehabilitation facility with a controlled working environment and individual vocational goals. The workshop utilizes work experience and related services to help the mentally retarded person progress toward normal living and a productive vocational status. The first of nine chapters defines types of workshops and clients and discusses basic considerations. The State and Federal laws that control and provide financial assistance to workshops are described in chapter 2. Chapter 3 deals with budgeting for operations. Procedures related to the industrial operation of the workshop are detailed in chapter 4. The rehabilitation services which should be provided by the workshop are delineated in chapter 5. Business and personnel management, public relations, and standards, accreditation and evaluation are subjects covered in the remaining three chapters. Appended are: a guide to organization and administration, a list of national organizations and Federal agencies interested in the handicapped, a list of Federal and national technical resource organizations, and a 25-item bibliography. (Author/MS)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED124688

JUN 10 1976

Planning and Organizing a Sheltered Workshop for Mentally Retarded Persons

CE007229

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

Publication of this manual was made possible through the efforts of several individuals and organizations. The National Association for Retarded Citizens particularly expresses its appreciation to the author of the basic manuscript

Claude Whitehead, Associate Executive Vice President

National Industries for the Severely Handicapped

We also wish to thank the following persons who reviewed drafts of the manual prior to its publications:

Frank J. Menolascino, M.D., President, NARC
Philip Roos, Ph.D., Executive Director, NARC
Brian M. McCann, Ph.D., Assistant Executive Director for Program Services, NARC
Bernard Posner, Executive Director, President's Committee on Employment of the Handicapped
Fred Kraus, Executive Director, President's Committee on Mental Retardation
Van R. Hinkle, Chairman, Community Services Subcommittee, NARC
Marion P. Smith, Past President, NARC

Furthermore, we are indebted to the President's Committee on Mental Retardation for financial support during the developmental phase, and to the President's Committee on Employment of the Handicapped for underwriting the cost of printing and reproducing this manual.

Chapter I

BASIC CONSIDERATIONS

The sheltered workshop has been a part of the American scene for over a century, but until quite recently these facilities provided little more than custodial care for persons too severely disabled to compete in the open job market. The early sixties saw dramatic changes in the workshop concept. Increased awareness of the needs of the mentally retarded - plus broader funding of state or federal programs - heralded new thrusts toward true vocational rehabilitation: meaningful training that would lead to economic independence and personal dignity for mentally retarded persons.

Vocational goals were further expanded during the beginning of the seventies in line with the national movement to bring mentally retarded persons out of institutions, and into the mainstream of society. These efforts have been enhanced by the development of new financial resources. The sheltered workshop is now recognized as a valuable community program by referral agencies, private and public industry, and the general public.

A few definitions should clarify the various aspects of the sheltered workshop. A sheltered workshop is a work-oriented rehabilitation facility with a controlled working environment and individual vocational goals. The workshop utilizes work experience and related services to help the mentally retarded person progress toward normal living and a productive vocational status. The transitional workshop is designed to move the mentally retarded worker out of the workshop and into competitive employment in the community after a period of evaluation, work adjustment or vocational training. The

extended employment workshop provides gainful employment to mentally retarded persons unable to achieve the transition to competitive employment. Rehabilitation services - work adjustment and training - usually play a subordinate role here. The major objective is to achieve successful employment within the workshop itself.

Transitional and extended employment workshops may well be located within the same facility, and the two programs may be merged for ease of operation. The status of the client generally determines the difference between transitional and extended employment. A transitional client is engaged in a structured program of work adjustment or vocational training in which the workshop receives a fee from a state vocational rehabilitation agency. A long-term extended employment client does not generally take part in a structured program, and the workshop does not receive a fee for services.

Assessing the Need for a Workshop

Starting a new workshop is a major undertaking - a public-spirited venture that evolves into a public responsibility. It is important, then, to gain a clear understanding of community interest and support prior to actual planning and organization.

> Is there truly a need for a sheltered workshop in the community and a mentally retarded population sufficient to justify the undertaking? Are any other facilities of a similar nature in operation now, or in the planning stages?
>
> Does the community have the means - and the will - to support a

workshop? Will community resources be adequate to expand, as well as maintain, the facility?

The Planning Committee

Once the need for a sheltered workshop has been determined, a planning committee should be established and turn its efforts toward the task of determining specific goals. And, since the success of any effort is dependent upon the willingness and ability of the persons involved, the committee itself should reflect a broad cross-section of the community. Included should be representatives from medical, health, educational, social and vocational rehabilitation agencies, service organizations, local government officials, ARC representatives, members of the news media, business and industry representatives, and groups and individuals that may be helpful in the area of financial support.

The committee should survey and determine basic community data relevant to the establishment of a sheltered workshop. Help in this effort may be obtained from local planning councils, health and welfare agencies, etc.

Survey results should include data on the availability of qualified professional and technical personnel to staff the proposed workshop, and the accessibility of community resources for needed supportive services. Additionally, the survey should determine what type of workshop activity is best suited to the community, and community residents.

The community survey should explore all financial resource possibilities from both public and private sectors. Resources vary from community to community, depending upon state and local priorities and policies.

Professional assistance in workshop planning and development is available from a variety of sources, but is typically of short-term duration. The use of professional profit-oriented planners has not generally been successful - and, due to the size of the project, is not practical in most cases. The use of basic paid staff, i.e., the executive, working with public and volunteer agencies at the local and state level, has been more commonplace.

Local assistance is usually available from volunteer planning and community service agencies - United Fund, Community Chest, Red Feather, etc. - or from the council of social agencies, and the community planning council. The Chamber of Commerce is a source of data for industry and commerce.

State agencies that may be helpful include the vocational rehabilitation agency, the State Developmental Disabilities Services Planning Council, the Department of Mental Health and the Department of Public Health.

In addition, consultants are available through the state Vocational Rehabilitation Agency for one to five days consultation in the community. The contact for securing technical assistance is the state facilities specialist, usually located in the state office of the state Vocational Rehabilitation Agency. The cost of this program is defrayed entirely by the Rehabilitation Services Administration.

Organization and Administration

When planning is complete and decisions have been made to proceed with the development of the sheltered workshop, the next step is legal incorporation and organization. A complete Guide to Organization and Administration, including Incorporation, By-Laws, Constitution, duties of the Board of

Directors, officers, staff and committees is included in Appendix 1.

Chapter II

REGULATIONS AND FINANCIAL ASSISTANCE

The goal of the workshop is to provide rehabilitation services, including gainful employment, to mentally retarded persons. This goal can best be achieved in a well-organized, efficiently managed operation.

The community should be expected to support the rehabilitation program, but not to subsidize a poorly managed business enterprise. The term "non-profit corporation" should not be construed as meaning that operating income should not meet or exceed operating expenses, but rather that any operating "margin" generated will be reinvested in the corporation to expand and improve services to clients instead of being distributed in dividends to individuals (stockholders).

Workshops have come under severe criticism in recent years because of their failure to provide reasonable wages and decent working conditions. Workshop managers have complained that they cannot afford to pay better wages and provide fringe benefits. In order to attempt to alleviate these problems, many state and federal laws control and provide financial assistance to workshops.

Federal Controlling Laws

The workshop, as a private non-profit corporation or as a state-operated program, is subject to control or regulation by a variety of laws. The workshop executive must have a working knowledge of these laws and the agencies which administer them. These laws were designed to protect the rights of the

individual and ensure access to benefits without discrimination.

The Federal Fair Labor Standards Act Amendments of 1974 (Public Law No. 93-259) and Amendments of 1966 (Public Law No. 89-601) comprise major federal legislation regulating wage payments to physically and mentally handicapped persons. Section 14 of the Fair Labor Standards Act (FLS) covers the employment of handicapped persons, and the issuance of certificates to permit wages which are less than the statutory minimum.

Two other federal laws, Walsh-Healy Public Contracts Act (PCA) and the Service Contract Act (SCA) apply to certain work and workshops.

The workshop is also eligible for certain benefits, financial and otherwise, which are provided under a variety of federal and state programs. Knowledge of the programs will enable the administration to take full advantage of all resources available to the handicapped.

Appendix 2 includes a Directory of Federal Agencies relevant to workshop activities.

Federal Assistance

Rehabilitation Act - Amendments of 1973 - This is the most important single piece of federal legislation concerning sheltered workshops. Under this authority, federal funds are allocated to states on a formula basis (population and per capita income) to underwrite eighty percent (80%) of the costs of operating a state-wide rehabilitation program. The state rehabilitation agency operates a network of professionally

staffed offices in which rehabilitation services are provided and/or arranged. On a national average, the state agency spends twenty-five to thirty percent (25%-30%) of its case service funds in workshops purchasing diagnostic, evaluation, work adjustment, and vocational training services for its handicapped clients.

The manner in which employee services are purchased varies throughout the nation, but systems fall into three general categories:

1. Payment of a fee for each client on an individual basis.
2. Payment of fees through an annual agreement or contract under which the flow of clients and payment of funds is assured under specified conditions.
3. A level of payments system under which the state agency underwrites those costs of operating the workshop which are not met through industrial income or community subsidy.

The Rehabilitation Act describes the procedures and policies for operating the state program, including purchasing services from sheltered workshops. The Act also authorizes two types of financial assistance (grants) for public or other non-profit agencies, including workshops: the Facility Establishment Grant, and the Facility Construction Grant.

These two grant programs represent a reallocation of federal funds by the state agency. The Facility Establishment Grant can be obtained for building acquisition, expansion, alteration, and for staffing and equipment purchase. The federal share of the project costs is eighty percent (80%).

Under the Facility Construction Grant, buildings can be constructed, acquired or expanded. Land, equipment and initial staffing can also be financed under this program. The federal share of the costs varies from state to state and ranges from thirty-three percent (33%) to sixty-six percent (66%) in the majority of states.

The details of these two grant programs are presented in Title 45, Chapter IV, Part 401 of the Federal Regulations. Inquiries should be directed to the designated state agency for vocational rehabilitation.

A Technical Assistance Program is authorized under Section 304(E) of the Rehabilitation Act. Under this program, technical consultants are provided to facilities in matters concerning professional or business practices within the facility. Federal funds pay the total costs of the program, which are coordinated through the state agency.

Other federal projects authorized under the Rehabilitation Act include Training Services Facilities, and Projects with Industry, but both programs are limited and restricted in funding.

Other sections of the Rehabilitation Act award funds directly to workshops rather than through the state rehabilitation agencies. These direct grant programs for workshops authorized under Section 301(D) of the Rehabilitation Act include: Project Development Grants, designed to assist in planning a facility development or the planning of a special project; Grants for the Construction of Rehabilitation Facilities, identical to the Part 401 Construction Program discussed

on the previous page; and Rehabilitation Facilities Improvement Grants, which provides funds to facilities for the analysis, improvement and expansion of professional services to handicapped individuals. This grant program is the only one of the three which has received funding in recent years. This trend is expected to continue.

Social Security Act - Recent amendments to the Social Security Act - 1967, 1972, 1974 - in regard to the Welfare/Public Assistance Program, created two major resources for serving the handicapped in workshops. The first resource provides for referral to the state rehabilitation agency and authorizes funding of rehabilitation services for persons qualifying. Services purchased from workshops under this program include diagnosis, evaluation, work adjustment and training.

The second resource provides extended services to severely handicapped persons in workshops "to improve their level of economic independence." This program is usually administered through the state mental retardation, mental health, social services or welfare department.

Developmental Disabilities Services and Facilities Construction Act (Public Law No. 92-517) (DDS) - This program is designed to serve the severely handicapped who have generally been judged unsuitable for vocational rehabilitation services due to the severity of their disability. Services authorized under the developmentally disabled program are designed to supplement and complement services provided under other federal programs. An important function of DDS is that of state-wide planning and evaluation of services to developmentally

disabled individuals.

Workshops have been recipients of DDS grants to fund special projects including transportation, housing, recreation, and contract procurement. Inquiries should be made through the state planning council for developmental disabilities.

Small Business Administration Handicapped Assistance Loan Program (Public Law No. 93-595) - This financial assistance program, administered by the Small Business Administration, became law in 1972, but was not actually implemented until 1974. The program was designed to provide loans to workshops to help improve their production of goods and services for sale to the government and the private sector. Workshops can use the loan proceeds for purchase of machinery, equipment, supplies or materials; working capital (except for training, education, housing or other rehabilitative and supportive services for handicapped employees); debt repayment and other obligations including refunding of bank loans, solely to enable a substantially longer term; building construction (only if construction grants are not available from agencies such as RSA); and purchase or construction of a building (only if mortgage insurance is not available from RSA).

In order to be eligible for such assistance, workshops must show capability and successful performance in the production and provision of marketable goods and services. They must certify to their non-profit status and document that seventy-five percent (75%) of direct labor hours on contracts are provided by handicapped workers. In addition, the workshop must comply with applicable Occupational Safety and Health

Act regulations in its operations. Further, the workshop must demonstrate that sufficient funds are not available for the proposed project through RSA grants or that private credit is not available from the workshop's bank and one additional lending institution.

There are three types of loans available for up to fifteen (15) year terms through this program:

Guaranteed Loan - SBA will guarantee ninety percent (90%) of a regular loan - a statutory ceiling of $350,000 and a maximum annual interest of 10½ percent has been set by SBA.

Immediate Participation Loan - SBA may participate along with a lending institution on a portion of the loan. SBA participates at an annual interest rate of 3 percent and the lending institution at a maximum annual interest rate of 9½ percent. The SBA participation share limit if $150,000 and may not exceed seventy-five percent (75%) of the total loan.

Direct Loan - SBA provides a loan directly at an annual interest rate of 3 percent only where guaranteed participation on immediate loans is not available; there is a statutory ceiling of $350,000 on direct loans, but a ceiling of $100,000 has been set administratively by SBA. This administrative ceiling may be extended only with prior written approval of the SBA Regional Director.

Applications should be made directly to SBA district, regional, or branch offices servicing the area in which the workshop is located.

A determination on the loan is usually made within three weeks after submittal of a complete application.

Vocational Education Act of 1968 - This Act specifies that ten percent (10%) of the federal funds allocated to the states must be used to provide services to the handicapped.

Comprehensive Employment and Training Act - This Act provides money for manpower training programs for the disadvantaged, including the handicapped. The funds are allocated by state and local governmental agencies.

State Laws

All states have laws pertaining to Workmen's Compensation to protect the injured employee. Since state laws vary widely, a review of individual state law is advised. Some states have Wage and Hour Laws in addition to Federal Wage and Hour Laws. Contact the state Department of Labor for information.

Unemployment compensation is required by federal law, but administered by the state. Workshop staffs are covered, but clients are exempt. Again, contact state Department of Labor for information.

State legislation in many states provides funds for supporting services to the handicapped in workshops. Typically, this legislation is designed to supplement federal support or to implement nationally mandated programs. Attention should be given to the taxing authority given to counties and municipalities to support services to the severely handicapped. State laws

mandating the rights of the handicapped to services, including education, have opened new funding sources for the school-aged handicapped, especially the mentally retarded who are unable to benefit from traditional education.

Workshop administrators should make a continuing effort to keep abreast of state laws which regulate, as well as those which assist the workshops.

Chapter III

BUDGETING FOR OPERATIONS

Generally accepted principles of workshop administration suggest that operating funds should be derived from the operation of the workshop, but capital funds should be derived from gifts, grants, or special fund-raising activities. If operating funds must be used for capitalization, the workshop is in for immediate and serious financial trouble. The labors of handicapped persons cannot be expected to produce funds for major capital expenditure.

Operating funds are derived from either earned income, or subsidy and grant income. Earned income includes all funds derived from the operation of the workshop and all of its programs, such as contract work, manufacturing, industrial services, and rehabilitation services income. Subsidy and grant income refers to all funds contributed or otherwise made available to the workshop to supplement the operating income, or to support the establishment and operation of special programs. Sources include community subsidies, (e.g., United Fund, private foundations, corporate gifts, etc.), federal and state grants to establish and/or operate a special program, local tax millage to support long-term services to handicapped persons, and support of the local ARC through membership campaigns.

Capital development funds are usually secured by a special campaign and represent the long-range needs of the workshop in terms of permanent or major equipment and buildings. The campaign should begin with identification of needs over a period of five to ten years.

Data on sources of capital funds and methods for application are provided in

the previous chapter. These sources usually require long-range planning and the development of a detailed project proposal. It should be remembered, however, that competition for capital dollars is usually very stiff.

Other sources of capital funds include private foundations and corporations. A directory of foundations can be found in most public libraries, and a listing of corporations is available from the local Chamber of Commerce.

Capital fund raising methods vary, but a few basic principles generally apply to all areas of solicitation, both public and private:

Describe the current program, persons being served, and those waiting for service.
List unmet needs in terms of buildings, equipment and program.
Show how your facility proposes to meet its needs.
Present a detailed budget of proposed expenditures.
Define methods or criteria to be used in evaluating the success of the project, including a sample reporting system.
Provide a proposed time-table for activities.

Before any detailed proposal is developed and presented, the facility administrator should contact the key person in the granting agency and request a preliminary meeting to review objectives and goals of the workshop and identify priorities of the funding agency.

The size of the capital fund raising budget is governed by a number of variables including:

Building size - The most commonly used space requirement for a workshop is the allocation of 100 square feet per work station plus 20% to 30% of the total square footage for administrative and supportive services.

Construction costs vary widely. Consultation with an industrial real estate salesman and a building contractor is advised.

Equipment costs are influenced by the complexity and availability of equipment. Solicitation of competitive bids is an absolute requirement. Care should be exercised in the selection to assure that the equipment will be modern enough to provide meaningful training for handicapped clients, but flexible enough to be used in more than one job.

Size of budget should be governed by the amount of money absolutely required, adjusted for possible cost increases during the period of fund raising. Unrealistically high budgets discourage fund raisers.

Effective fund raising efforts require Board participation and the Administrator should actively seek their support. He should concentrate on organizing and coordinating the campaign, and encourage Board members to make actual contacts, especially with private givers. Board involvement will strengthen the overall operation by allowing members to become acquainted with day-to-day activities.

The Director should remember that fund raising may require a state or local permit.

Chapter IV

INDUSTRIAL OPERATIONS

The industrial operation is the most important aspect of workshop activity. It is the major vehicle for providing rehabilitation services to mentally retarded persons. In the workshop, "The Product Is People," and the prime objective is to help the handicapped person become as productive as possible and enable him to earn a wage commensurate with his productivity. Industrial operations, then, should be designed around the capabilities and potentials of the handicapped persons served by the workshop. Certainly, the severity of the disability will be a key factor in determining the nature of the operation.

If the workshop is basically a transitional employment program in which clients are evaluated, trained and then placed in jobs outside the workshop, work programs should be designed with a wide variety of tasks and opportunities for advancement from simple to complex job situations. If the facility is basically an extended employment operation in which clients stay for indefinite periods, work programs should be designed with less variety and more opportunities to learn a particular job and earn reasonable wages.

If the workshop has financial support for rehabilitation and ancillary services, the industrial program can be geared to provide maximum opportunities for evaluating and training clients. However, if the workshop is required to support services from industrial income, the work program must necessarily be designed for maximum productivity with minimum attention to evaluation and training. The latter system may be particularly acceptable

if clients are paid wages commensurate with their productivity, i.e., wages equivalent to what they would be receiving for similar work outside the workshop.

The type of work available in the community and surrounding area is a significant factor in determining the types of jobs performed in a particular workshop. In most urban areas, a wide variety of work is available, but clients needing workshop services frequently live in suburban and rural communities where transportation is not readily accessible. Rural areas offer few industrial work opportunities, and require the transportation of work from more industrialized locations. Even in heavily urban areas, some communities may have only heavy industry, with little or no work available or suitable for workshops.

In most communities, organized labor is supportive of workshops and helps steer subcontracts their way. In a few communities, however, organized labor may discourage manufacturing plants from such subcontracting. In many instances, this situation can be avoided or overcome through a good program of community information.

Types of Industrial Programs

Subcontracts with Industry

Subcontracting can be defined as performing work to the specifications of the contractor. Workshop contracting is usually done outside the supplier's plant, but some workshops do the work within the supplier's facilities.

This is the most popular type of program for workshops. Work is

supplied by private industry on a contract basis, and tasks usually include sub-assembly or packaging operations or providing services. The workshop is paid according to the number of pieces produced or processed, or on an hourly or time and material basis. The preferred method of payment is the "piece system," or, payment by the number of units completed. This method permits the workshop to establish a piece rate system for paying employees and includes a percentage for administration and overhead.

Short-term contracts generally require a lower investment by the workshop. Pricing can be more flexible in long-run jobs, because time permits the employees to improve production with practice.

There are special conditions which justify rejection of a subcontract, including work that is hazardous, unhealthy or unsuitable for disabilities of the clients of the workshop and work not suited to the workshop's training program. Additionally, the contractor may be undesirable because of his credit rating, business ethics, or payment policies.

National reports indicate that a major reason for insufficient job opportunities within a workshop is failure to initiate a well-planned, aggressive program for promoting workshop contracts. Many workshops assign the task of contract work procurement to administrative or supervisory staff having other major responsibilities. Successfully operated workshops have recognized the need to have an organized program which will attract and maintain a steady flow of customers.

Initial prospects usually come from personal acquaintances and referrals, but these are seldom enough to keep the workshop continually active. A thorough, systematic search for potential sources should be initiated within a 25-50 mile radius of the workshop. The basic source for compiling an adequate prospect list is the latest edition of the state directory of manufacturers, which can be found in most public libraries or Chambers of Commerce. The directory is generally revised and published every year, with supplements added quarterly. These supplements often provide the best prospects.

In addition to a listing of manufacturers in the workshop's geographical market, some directories give the numbers of employees, size of plant, type of product, and gross annual volume.

Additional sources can be consulted to further develop the prospect list. Some of these are particularly useful to the workshop that needs to expand in a special category such as office work, printing, book binding, and data card salvaging.

The Dun & Bradstreet Million Dollar Directory is a national directory of firms with net worth of one million dollars or more. The Dun & Bradstreet Little Market Directory lists firms with net worth between five hundred thousand and one million dollars. Both have a geographical section listing businesses alphabetically by towns and states and are published by Dun & Bradstreet, 99 Church Street, New York, New York.

In addition to directories, many regional trade associations can be

excellent sources for identifying companies in specific fields.

In developing the contract procurement program, promoting the service is an important step. The direct mail approach has been successful in many workshops. A standard, one-page letter addressed to the chief executive or plant manager can be developed and mailed with limited expense. A printed brochure mailed with the letter or separately should also be considered, but a personalized approach is important. In writing copy for the brochure or letter, the following essentials should be included:

Offer specific services, (e.g., assembly, packaging, collating or other specific contract work).

Specify the size of the workshop, (e.g., number of workers, amount of floor space in square feet).

Emphasize supervisory capabilities in terms of fast, dependable service, quality control, inventory control and materials handling procedures.

Ask for an appointment or invite prospects to visit the workshop to explore possibilities, ideas and interests.

Enclose a return-reply postcard.

Make it clear that you are not soliciting funds or donations, but are representing a well-organized production facility which can provide a specific service that may be of interest from a purely business standpoint. If a production or plant manager refers you to the public relations department, you probably haven't made it clear that you want a chance to bid on contract work along with other firms.

Once an appointment is obtained, a major aspect of the visit should be a tour of the plant production area. Such a tour will help point out specific areas where the workshop can be helpful. If possible, get a sample of the potential job or jobs. (A rejected piece or - better - a complete set of disassembled parts, and a sample finished piece.)

To "get off the ground" with a new customer, suggest starting with one simple job. A successfully completed contract will probably lead to bigger jobs. Establish the volume of work the new customer expects. Be realistic in relating production capacity anticipated. Don't over-promise or over-estimate your capacity. Warn the prospect at the outset of any problems you feel may cause misunderstanding (e.g., delivery points, services you can or cannot furnish, closing time for delivery, quality standards expected and allowable tolerances, terms of payment, and insurance coverage limitations).

A thorough understanding of your own capabilities is an important step in developing an effective contractor procurement program. Know the production capacity of the workshop and work toward a specific goal within these limitations. Know the dollar volume needed to keep the workshop going, plus the potential for expansion.

Pricing the Job

Improper pricing can have serious repercussions. Sometimes, workshops resort to extremely low pricing in order to obtain badly needed work. This step merely subsidizes the contractor, and serves no purpose for the workshop. On the other hand, an excess-

ively high bid may create the impression that the workshop lacks an understanding of its true cost.

Before a price can be quoted, the workshop must first know its own production costs. Special attention must be given to delivery schedules, skill requirements, supervisory needs, work space, equipment and materials required, special handling and quality control measures.

The most prevalent workshop pricing method is to compute direct labor costs, then add a standard overhead factor. There is no arbitrary rule concerning the amount of overhead which a workshop must add to meet requirements of the U. S. Department of Labor. However, consideration should be given to charges for special handling, tooling or equipment.

The direct labor and overhead pricing method is most effective when the job can be quoted on a price per unit basis. This permits time studies of actual samples using non-handicapped workers and/or industry standards.

Prime Manufacturing

Prime manufacturing involves the design, production and marketing of an item. Ventures into this area have been attempted by many workshops in recent years, and generally, have met with limited success. This source of work has been explored when other work could not be secured or when the supply of contract work has been sporadic, unreliable or unsuitable.

The major problem inherent in prime manufacturing is usually marketing. Marketing, of course, is the business of getting the goods from producer to consumer. A marketable item must be saleable, realistically priced and intelligently merchandised.

Pricing in private industry is based on costs plus profit, which competition tends to hold to a reasonable level. The high-priced item will sell if the dollar value is there. The over-priced item will not. Underpricing will not necessarily create a ready sale. Buyers are justifiably suspicious of "cut rate" bargains. If a sheltered workshop wants to "move" its merchandise, it must sell at a price charged by commercial companies making comparable products. If costs are considerably out of line, the product should probably be abandoned. If price exceeds costs, the "profit" will help reduce the subsidy required to finance the program.

To maintain good relations with industry and labor, it is essential that realistic costs of performing the contract be reflected in the bid. The costs of workshop operations that affect pricing are:

Raw materials cost (purchase and delivery).
Cost of receiving, handling and storing raw materials, goods-in-process and finished goods.
Direct labor costs.
Cost of shipping finished goods.
Overhead, including: cost of supervision, general administration, building occupancy, utilities, janitorial services, amortization of other capital investment, and cost of selling.

For practical marketing advice, the workshop should rely on the same resources utilized by industry. Local persons experienced in merchandising, state departments of commerce, university departments of commerce, and editors of trade publications may be approached for advice and consultation. If marketing problems are presented in a businesslike manner, experts have proved to be willing to give of their time and know-how.

In addition to establishing a marketing program, the workshop entering into prime manufacturing must establish effective systems and controls not required under a subcontracting program. The purchase and warehousing of raw materials, design and procurement of machinery and equipment and cost accounting for the entire production of an item becomes the full responsibility of the workshop. Under a subcontract with industry, the contractor usually assumes these responsibilities. The establishment of systems and controls and the increased responsibility means increased overhead and production costs which must be offset by increased income from sales of the manufactured product.

Reports on workshops' success in prime manufacturing suggests that a guaranteed market is of primary importance. One form of guaranteed market is the sale to federal and state government under legislation which mandates purchase of designated, approved items from sheltered workshops.

The guaranteed market in non-government sales can sometimes be secured through sales to national or regional distributors, but the workshop should carefully explore warehousing and transportation requirements. It is strongly recommended that the workshop secure technical assistance from experienced marketing, sales, engineering and accounting consultants

before moving into prime manufacturing.

Selling to Federal and State Governments

Federal and state governments purchase thousands of items annually, and workshops should carefully explore the possibility of selling to these markets on a competitive bid basis, or preferably, under federal legislation (the Wagner-O'Day Act of 1971, Public Law No. 92-28) and, in some states, under state legislation which mandates purchase of certain approved commodities and services from sheltered workshops.

Federal Government Procurement

The Wagner-O'Day Act provides for the purchase, at a fair market price, of commodities and services produced by qualified workshops employing mentally retarded persons. The program is regulated by the Committee for Purchase from the Blind and Other Severely Handicapped (the statutory committee).

Workshops for the blind are represented by the National Industries for the Blind (NIB), and the workshops for the other severely handicapped are represented by National Industries for the Severely Handicapped (NISH). The two national organizations were designated by the statutory committee to represent the interests of workshops in obtaining commodities and services reserved for production by workshops. They conduct research, product development and engineering, and provide technical assistance to workshops.

Since most of this manual's readers will be concerned with workshops serving the severely handicapped other than the blind, the basic programs of NISH are outlined here.

Identification of commodities feasible for production by workshops is a major responsibility of NISH, but due to the large number of workshops seeking to participate in the Wagner-O'Day Program, the individual workshop which can assist in this activity through local research may stand a better chance of participation. This is especially true if the commodity is procured regionally or locally, rather than centrally.

The most difficult task for the workshop is matching federal government requirements for commodities and services with workshop capability. This problem is compounded if the workshop lacks experience in prime manufacturing (as contrasted with subcontracting). NISH technical staff utilizes data on operations submitted by workshops as an initial screening device for identifying individual workshop capabilities. On-site evaluations are used as a second screening and selection technique.

An initial feasibility study is conducted by NISH technical staff which reviews procurement history, annual sales, prices and production specifications. This information is supplied to the workshop along with estimates of production requirements, capital, space, manpower, equipment and costs.

The workshop develops specific cost data and submits a price proposal to NISH, which evaluates it and submits it to the statutory committee

for an approval of "fair market price." Following price approval, a formal request is submitted to the statutory committee to place the item on the "Federal Procurement List." This action reserves the commodity or service for production by the designated workshop. (Note that items listed on the Federal Procurement List represent approval and directed purchase from a designated workshop.) The federal government purchasing offices order the set-aside commodity or services through NISH. NISH allocates the purchase order to the approved workshop. The workshop does not engage in competitive bidding for the commodity or service. The price is based on "fair market" costs and there is no annual re-bidding or renewal activity. The workshop retains its status as sole source indefinitely subject to satisfactory performance.

Information on the technical procedures and requirements for producing for the federal government under the Wagner-O'Day Program are available from NISH, 4350 East West Highway, Suite 204, Washington, D. C. 20014.

State Government Procurement

Several states have legislation enacted or under development which is patterned after the Wagner-O'Day Program. The most common model of state law provides for purchase of certain commodities and services from workshops without requiring competitive bids. The lowest bid price is usually the price allowed for workshops, rather than a fair market price as provided under federal legislation (information on state legislation is also available from NISH).

Workshops for the severely handicapped should carefully explore this

potential market. It represents a ready outlet for workshop products.

Industrial Engineering

An effective, efficiently operated workshop is one which utilizes modern industrial engineering techniques to maximize the productivity of the mentally retarded clients. These principles will help workshop staff make full use of materials, space and equipment, and will enable them to establish and operate systems and controls to assist in effective management of the operation. Industrial engineering techniques are particularly important in areas such as work methods, workshop layout, work standards, production controls and systems and safety engineering.

Work methods must be engineered to provide the simplest and quickest way of performing each task. If this is not accomplished, employees will be deprived of exposure to conditions they will find in modern industry.

Workshop layout provides for the minimum amount of material or product movement between working areas, adequate storage at receiving, in-process and shipping points, and organized expansion of facilities at a minimum cost. The workshop should be designed for quick, easy job flow. For production of any sizable volume, a flow chart should be prepared and utilized to minimize congestion, expedite the movement of materials from one station to another, and eliminate as much material handling as possible.

Work standards are essential in measuring client productivity and determining the best methods of production standards. Work standards are also important in bidding on contracts and in compensating employees

in relation to industry levels of productivity.

Production controls and systems are vital to effective workshop management. Controls are necessary for inventory, production, shipping systems, receiving, cost accounting and purchasing.

Safety engineering is of primary importance to the workshop and its employees. The Occupational Safety and Health Act of 1971 (OSHA) is applicable to workshops in a number of areas related to physical plant and operations. However, provisions should not be limited to those prescribed by OSHA. Special consideration should be given to the nature of the disabilities of the workshops' employees.

Management is obligated to protect its employees. And, safety begins with management. If management is not safety-conscious, employees will tend to ignore safety rules and regulations. Additionally, it should be noted that Workmen's Compensation Insurance rates for the workshop may be affected by its safety experience.

Building Design and Utilization

Poor building design and inadequate space are common problems of workshop administrators. Too often, a workshop begins operation in makeshift quarters (a storefront or abandoned school building) because space is available at low cost. Such locations usually have numerous partitions which block movement of production materials. Generally, there is also inadequate power wiring for lighting and machinery operations, limited loading facilities, and floors which were not designed for load-bearing.

Building selection should be preceded by a thorough study of the industrial requirements of the workshop, including a five-year projection of anticipated needs. It is difficult to make a reliable estimate of future spatial needs without sound data on the number of clients to be served, the type of work to be done, and the level of financial support available. An alternative to planning with specific resource information is the use of general space requirement standards. While there are no universally accepted standards, some general guidelines are available:

For industrial contract work, workshop space for each work station (i.e., for each client) should encompass 100-150 square feet. Storage requirements will determine the high or low range here, but the higher amount is recommended to allow for production of all types.

For operations involving salvaging, reprocessing and recycling, 175-200 square feet of space should be planned for each work station because of extensive warehousing requirements.

Space for administrative and business offices will vary according to size and complexity of the operation, but individual office allowances average 90-100 square feet for general staff and 120-150 square feet for supervisory and administrative staff.

Space allocations should also be made for restrooms, conference rooms and eating areas, with space determined by the number of persons to be served. State and local regulations should also be considered.

Space allocations for rehabilitation services need special consideration.

Workshop programs vary widely, and may include counseling offices, testing and evaluation areas, therapy rooms, vocational training classrooms, etc. Workshop planners should seek information on similar existing programs from state or national organizations.

The services of an experienced architect and industrial engineer should be secured early in the planning phase - after decisions have been made regarding clients, work contracts, and financing.

The following represent basic considerations in the design or selection of buildings:

The building should have high ceilings, as few columns as possible, and a minimum number of interior walls. This permits maximum flexibility to accommodate varying kinds of industrial work. Moveable interior partitions are desirable, and worth the small extra cost.

Local zoning laws and building codes should be carefully reviewed to evaluate remodeling costs and possible restrictions.

Floors in the production and storage areas should be designed to take heavy loads of equipment and stacked materials.

An eating area should be provided for employees with sanitary food service accessible from the work area. Food service requirements will vary according to the availability of other eating facilities, but the workshop should carefully evaluate the operation of a snack bar or cafeteria - especially the costs and level of demand.

Restrooms and washrooms should be provided which allow access to all persons, especially those with mobility problems. Restroom doors must be wide enough to accommodate wheelchairs, (minimum of 32 inch width). At least one stall in each restroom should be designed for use by persons in wheelchairs - including turn around room and grab bars.

Electric power requirements will vary with equipment and machinery used in production. An electrical contractor should be consulted, but, 220-240 volt service is a minimum requirement. Electrical outlets should be sufficient in number to permit flexibility in location of machines.

Lighting is essential to good operations. Strip-type fluorescent fixtures are economical to install and operate and provide necessary brilliance. At least fifty foot candles of light should be provided at each work station.

Heating and ventilation are important considerations. OSHA standards should be considered the bare minimum for the workshop.

Entrances to buildings should include at least one which is accessible to persons in wheelchairs.

Major aisles should be at least six feet wide. If motorized material handling equipment is used, aisles should be wider.

Stairs should include sturdy hand railings on at least one side. The height of each step should be no more than seven inches and the step

should nave non-slip provisions.

Elevators should be available for passengers and freight in multi-story buildings. Controls on automatic elevators should be accessible to persons in wheelchairs.

Exits should open outward, with panic-type hardware in all locations if practical. Exits must be clearly marked and lighted at all times.

Chapter V

REHABILITATION SERVICES

Without rehabilitation services, a sheltered workshop is merely an industrial plant hiring handicapped workers. Lack of these services denies the true purpose of helping mentally retarded persons gain the pride and respect that comes with earning a living, and, where possible, taking their place in the mainstream of society.

The success of a workshop is directly proportional to the training skill and ability of the workshop staff, the understanding of the Board of Directors and the workshop budget devoted to rehabilitation services.

Normally, there is a direct correlation between funding of rehabilitation services and the level of services provided. The early seventies saw a significant increase in federal funding of workshop services, but the mid-seventies began a period of relative decline in this area as operating costs for state agency programs increased faster than federal funds. Consequently, less money was available for purchase of services.

Rehabilitation services programs should be supported through subsidies, fees and grants, and not from industrial income produced by the workshop. Supporting rehabilitation services through employee production frequently results in substandard wages, and forces the workshop to select only the higher functioning handicapped as workers.

The extended employment workshop is less likely to have a functioning rehab-

ilitation services program than is the transitional workshop. The transitional workshop emphasizes rehabilitation services because such services are used as the vehicle to move clients through the workshop into competitive employment. There are some persons who are so severely handicapped that it is not feasible for them to attempt such employment. For this group, the extended employment sheltered workshop is a necessity, but a single workshop should be able to serve both long-term and transitional clients if programs are properly designed and adequately financed. In any case, the decision regarding development of a rehabilitation service program should be based on the needs of clients to be served.

There are several basic guidelines for establishing a successful rehabilitation services program. The workshop focuses on vocational training and provides other ancillary services needed by clients, directly or through referral to cooperating agencies. Evaluation of clients is systematic, periodic, and multi-disciplinary to permit individualized vocational goals and work programs for each client. The workshop uses work as a therapeutic tool and as a situational technique for evaluating, improving or sustaining employability. Programs are individualized to offer each client a program adapted to his specific needs.

The specific rehabilitation services program design depends on several factors, including:

Level of function of the major population group to be served
Type and amount of financing available
Services available in the community

Level of activity of referral and/or sponsoring agencies

Placement potential for rehabilitated clients in the community

Type of work available in the area

Training and experience of the workshop administration and professional staff.

Client Evaluation

Intake is the initial service provided by the workshop. This activity involves an interview with the employee which is preceded or followed by the collection of diagnostic data. The diagnostic data include medical and psychological reports. In some cases, the diagnostic work is provided prior to the intake activity and is arranged by the referring agency as a prerequisite to determining the need for workshop services.

Intake for the workshop is a highly skilled operation which should be the responsibility of a trained interviewer such as a vocational counselor or case worker. A thorough knowledge of the agency's philosophy, objectives and functions and the capacity to make realistic evaluations are required.

If there is a central social service exchange or index in the community, clearance is recommended as protection for both the applicant and the workshop. Clearance may provide information about previous services offered the applicant, and will prevent duplication of service for those who may be a client of another agency.

If the client has been referred to the workshop by a cooperating agency, the intake interviewer will review the evaluation studies received from the

referral source and arrange for whatever supplemental fact-finding is necessary. If the client is a self-referral or has been referred by an agency which has not secured the necessary diagnostic work, the workshop should arrange for this service.

Evaluation is the next step for the service program and covers several areas:

Medical Evaluation - Workshop plans for an individual should not be developed until full medical information has been obtained and all possibilities for remedial treatment considered. A complete medical examination is essential and a detailed report should be obtained from the physician on the client's physical capacities, the nature and amount of physical activity he may engage in and the physical conditions under which it is safe for him to work. Diagnosis, prognosis and cautions should be explicit, and fixed intervals for re-examination should be established.

Psychological Evaluation - The development of a sound rehabilitation plan also requires evaluation of the client's intelligence, learning ability, occupational aptitudes and preferences, and his social maturity. This program is especially important for mentally retarded clients. Care should be exercised to ensure that professional staff selected for performing the evaluation are familiar with special testing requirements of mentally retarded clients.

The work sample is best described as a structured work situation in which actual materials are utilized in simulation of a realistic setting. Materials are selected, job analysis performed, instruction standardized, method and

conditions controlled and performance closely observed and recorded. Norms must be developed for comparative purposes when work samples are utilized. The purposes for using work samples may include gaining extended knowledge of performance capacities and skills related to particular jobs for prediction purposes, stimulation of motivation and interest, meeting assessment needs for a wide range of functional levels, and facilitating adjustment and readiness for actual work.

Work sampling is considered to be effective, but it is also difficult to develop, because of the need to establish norms. A growing number of workshops use a combination of local job samples and standardized work samples developed and marketed nationally. These packaged job sample programs include:

TOWER - Testing, Orientation and Work Evaluation in Rehabilitation. The system was originally designed by the Institute for the Crippled and Disabled, New York City, to be used with the physically handicapped. Recent revisions, however, make the system useful for mentally retarded persons. Many workshops have used this system in modified form, supplemented with local job samples.

JEVS - Jewish Employment and Vocational Services. This system was designed and developed by Jewish Employment and Vocational Services in Philadelphia, Pennsylvania, with special focus on serving the disadvantaged. Recent revisions to the system involve refinements to improve validity in testing mentally retarded persons.

Singer-Graflex - This system was designed originally for school-operated

programs and is most effective with the higher functioning handicapped. It is a much more elaborate and expensive system involving a combination cassette/film strip and individual instruction in a carrel-type booth.

Hester - A system developed by Dr. Edward Hester is completely computerized, and tied in with U. S. Department of Labor statements of job requirements.

The Work Situational Analysis, also known as the Job Tryout approach, involves assigning the client to work in the actual production area. This activity usually follows testing in a vestibule-type setting. It permits exposure to a variety of work situations, a large number of co-workers and shop personnel. The evaluator obtains a realistic view of the client, and other staff members may be utilized in determining the client's profile of performance. The client himself may benefit from involvement in actual production work. These situations serve to strengthen motivation, involvement, and effort - which in turn assures a more valid evaluation of performance potential.

Evaluation of the client's vocational potential - at the tryout stage and continuously throughout the training period - should be realistic in relation to known standards and requirements of competitive industry.

Some workshops expand the job tryout/situational analysis program to selected job sites in the community. This is especially important if the workshop is limited in the variety of its own job tasks.

Selection of jobs for tryout is critical, since it may limit the exposure of

the client or restrict choices of vocational objectives. If the client has no employment history, or if he must change vocations, the job tryout can play an important role in his rehabilitation.

Individual Program Planning

This plan is developed by the intake worker in collaboration with other professional and technical staff, and represents a personalized rehabilitation services program tailored to the client's individual needs and capacities. The proposed plan must be interpreted to the client in terms he can understand, and accept. If the client cannot comprehend the plan, the parent or guardian should be included in the discussion session.

Built-in flexibility is an important aspect of individual program planning. Modifications will be necessary as the client develops, and his problems change. Progress should be reviewed periodically and adjusted as necessary.

Planning for vocational training requires determination of curriculum, tool and equipment requirements, instructor/supervisor requirements, wage payment provisions, and community job placement opportunities.

Vocational training in the workshop ranges from formal training in a classroom or other non-production setting to on-the-job training. Classroom training is usually more expensive, but has greater value because of its more specific structure. On-the-job training is less expensive but less structured, and is the more common of the two types. Formal training programs usually require a minimum size group for instruction, whereas on-the-job training can be organized for a single employee.

Training

As the workshop population shifts toward the more severely handicapped, the structured, organized vocational training program becomes less practical because of the client limitations. Thus, training has moved toward work adjustment. This service is geared toward general preparation of the client for the world of work.

Work adjustment is a service which attempts to correct, reduce or modify certain vocational liabilities, such as poor work habits, inappropriate behavior, poor attention span, social inadequacy, dependency, unrealistic self-image, low physical tolerance, low self-esteem, poor grooming and physical hygiene.

Personal adjustment counseling may take the form of psychiatric, psychological, vocational or social work case counseling. If a workshop is understaffed and does not have professional personnel qualified to provide this type of counseling, it must be given - in some measure - by any and all persons in the organization who come in contact with the client. Personal or work adjustment counseling is the process through which a disabled person is encouraged to revise his attitudes toward himself and his relationships to others so that he can move successfully into the world of work. Its goal is to have the client abandon his perceptions of himself as disadvantaged, unworthy, unwanted, victimized, and defeated, and to begin to build a self-image of a person who is capable of growth and development and who has something to contribute which society will accept.

Personal adjustment counseling may include the employee's personal appearance, social skills, ability to get along with co-workers and supervisors, readiness to develop good working habits, and capacity to adjust to the emotional demands of time pressures, dollar incentives, noise, the group situation, and the day-to-day discipline of training. Counseling helps the employee accept the concept that handicapped persons can and must participate in their own rehabilitation.

Personal adjustment service provided by a sheltered workshop is often purchased by state vocational rehabilitation agencies for clients who need such help before they can be given vocational training or be placed in competitive employment.

Client Wages and Fringe Benefits

An effective rehabilitation service program is one which is properly explained to the client in terms which can be comprehended. This is usually presented as a client manual. For mentally retarded clients, the manual should use the simplest possible language and appropriate illustrations. It should provide general information about the program which the workshop offers, rules and regulations, and all pertinent information which a client or his relatives will need to begin to integrate into the setting, particularly information on wages and fringe benefits.

Wage Payments - All wages earned by a workshop client should be paid in cash or by check, except when clients of a sheltered workshop live in facilities furnished by the shop or receive other forms of subsistence from the shop. In such cases, charges for services paid out of wages

earned should be limited to food, shelter and clothing. Charges should be made on the basis of actual cost to the shop or the cost of similar services outside the shop, whichever is lower.

So far as possible, workshop clients should be compensated on a piece-work basis. This method provides maximum incentive and makes rewards commensurate with measurable accomplishment.

If the workshop is engaged in subcontract work and the factory and workshop layouts of operations are similar, piece rates may be obtained from the firm letting the contract. If the contractor pays hourly rates, the piece rates can be derived easily by dividing the hourly production quota for each operation into the hourly pay rate. If the factory and workshop layouts are different, the differences should be taken into account in fixing the piece rates. If the contractor does not perform the particular operation in his plant but such work is done by other concerns, rates may be obtained from them or from union officials if the industry is organized. Trade association officials may be of assistance.

In the absence of the above sources of information, the workshop should rely on time studies for each operation involved. Subjects should be non-handicapped persons (staff members, for example), and the results of their performance should be averaged. The object is to determine how many units of production can be completed in a 50-minute period. (Industry generally figures on a 50-minute rather than a 60-minute hour, in order to allow for lost time, fatigue, etc.) The number of units completed, divided into the prevailing hourly wage rate in the area for

comparable work or work of comparable skill, will supply the appropriate piece-work rate for the job. Thus, if the prevailing hourly wage for comparable work is $2 and the time study shows that a non-handicapped worker can be expected to complete 25 units in 50 minutes, the piece rate will be eight cents per unit.

Clients not engaged in direct production, such as packers, shippers, floor workers, etc., will necessarily be paid by the hour. To provide the necessary incentive, hourly rates should be adjusted as a client shows progress. Periodic merit ratings provide a tool for adjusting the wage. Hourly rates should not be uniform but should be related to individual earning power. They must be based, however, on prevailing rates in the area for work of comparable skill, taking into account the amount and quality of the client's work.

The requirement that wages at least match the minimum fixed by certificate for the workshop or the individual puts a pre-determined floor under hourly wages. In addition, however, for those whose earnings exceed the certificate minimum, but are less than the base hourly rate, guaranteed minimum wages should be individually assigned and periodically adjusted. In such cases, the pertinent standards recommended below in connection with Wage Supplements should be observed.

Wage Supplements - In addition to supplements necessary to assure the certificate-required minimum and those required when there is a differential between clients' earnings and their individual guaranteed

minimums, some sheltered workshops provide other supplements. These are in the form of subsidy for less productive clients whose wages are not sufficient to meet their minimum needs. This may include beginning trainees and "long-term employment" clients who are not yet able to meet the production standards of industry which the base hourly rate reflects. If a wage supplement or subsidy is to be paid by the workshop, adherence to the following standards is recommended:

The subsidy should never be included in the client's pay envelope with his earned wage. He has the right to know his own earning capacity.

The earned-wage-plus-subsidy should never exceed what the client could earn at a similar job in private industry. He must not be given a false concept of earning power which may lead to later unhappy disillusionment and a reluctance to move out of the workshop situation.

The subsidy payment scale should provide for the largest wage supplement for those who, by virtue of their handicaps, have the least earning power.

Incentive should be supplied by proving that increased earnings will be only partially offset by a decrease in the subsidy. For example, a $.50 increase in earnings would be offset by only a $.25 reduction in subsidy.

Wage supplements should be paid out of contributed community funds, not from operating funds of the workshop.

Subsidy payments should be accounted for separately from wages in order to retain an accurate record of actual production costs and permit computation of overtime pay, social security and other taxes on the basis of actual earnings.

Job placement is a necessary program component. It is the responsibility of the workshop staff to engage in active job promotion, and keep themselves continually informed regarding placement opportunities in the community. This can be accomplished through staff effort in cooperation with the state vocational rehabilitation agency and the state employment service. These organizations have specialized staff for placement of the physically, mentally and emotionally handicapped.

Regular efforts to interest employers in hiring qualified mentally retarded applicants should be a part of the continuing placement program. Actual jobs should be observed to obtain first-hand knowledge of job duties, the physical demands they impose, the climate of the work situation, emotional strains and stresses inherent in the job, personality traits of the employer and supervisory staff, and production standards and methods by which they have been established.

Follow-up is also important. Until an employment situation is well established, the counselor should be in continuous touch with the client in order to evaluate his progress and to make sure that a satisfactory vocational, physical and psycho-social adjustment is made. He should see that the client

has any continuing medical supervision and social casework services he needs, and he himself should provide continuing counseling and guidance and ascertain that the client is not being exploited.

Supportive Services and Ancillary Services

These services, designed to facilitate and strengthen the beneficial effects of the general rehabilitative program, may be provided by the workshop itself or arranged through other agencies.

Transportation - Because of the severity of disability and the functional limitations it imposes, many clients are unable to use public transportation. In other instances, the location of the workshop and/or the lack of public transportation may preclude the client from coming to the workshop for services. An increasing number of workshops provide their own fleet of buses for transportation.

Financing of transportation is important. Some workshops secure special funds - state, county and/or federal - while others collect fees from the clients or sponsoring agencies.

Housing - The national movement of returning to the community mentally retarded adults has created an acute need for community-based residential facilities, including group homes, foster homes, intermediate care facilities, etc. Mentally retarded clients may also live in a rural area isolated from the workshop and other services. Housing convenient to the workshop may be a critical factor to receiving services.

The workshop should take an active role in developing and securing

housing for the severely handicapped.

Recreation - Public recreation is not always accessible to the handicapped, and is generally neither planned nor designed to meet their special needs. Studies of mentally retarded adults have shown that the most common cause of job problems is not the job itself, but after-work activities and the lack of recreation facilities.

Workshops should not attempt to mix recreation with work, but should take an active role in developing recreational activities for the handicapped who are too severely limited to use public or private recreational facilities.

Chapter VI

BUSINESS AND PERSONNEL MANAGEMENT

A sheltered workshop which provides meaningful rehabilitation services and gainful employment for handicapped persons is highly dependent on sound management. The handling of funds, maintenance of records, effective reporting, and the efficient use of technical and professional personnel are extremely important.

Accounting and Record Keeping

Fiscal affairs must be handled in a legal and systematic manner. Accounting and record keeping requirements will be governed by regulations of the major funding agencies, but the Board of Directors has the primary responsibility to fix requirements for the facility.

The workshop financial system is indeed unique. As a non-profit corporation operating under the provisions of Section 501(c)(3) of the U. S. Internal Revenue Code, the workshop must maintain records of income and expenses which clearly reflect its operation within IRS guidelines. The major requirement is that funds received by the corporation must be expended for the purpose for which the corporation was formed. Any profit generated by the operation of the corporation must be reinvested in the corporation and not distributed for the benefit of any shareholder or individual.

More important, the workshop as a private or public agency must be accountable to the general public and should submit regular reports on its financial operations, at least annually. This accounting should include operating and

capital funds. Financial statements should be prepared and presented in writing to the Board of Directors at their regularly scheduled meetings. An annual audit should be conducted by a Certified Public Accountant not later than 90 days after the close of the accounting year.

An annual operating budget which reflects and anticipates the workshop's resources and needs should be submitted to the Board of Directors for approval. The budget should serve as an operating guide. Financial reports should compare actual expenses and income with budgeted expense and income.

Two types of accounting systems are available to the workshop: Cash Accounting and Accrual Accounting. The new, smaller workshops should at least begin with the cash system because it is simple and less expensive to operate. Under this system, actual cash received is recorded in the cash receipts journal and cash disbursements are recorded in a cash disbursements journal. Accounts receivable and accounts payable are recorded separately and are not considered as income or expenses until actually received or paid.

The accrual system is more complex, but also more comprehensive because income is recorded as it is earned and expenses are recorded as they are encumbered. This system gives a truer picture of the financial operation and is preferred by most agencies providing substantial support to workshops. The accrual system is much more expensive to operate and, consequently, the workshop should consult a certified public accountant to determine the practical desirability of one system over the other.

Any accounting system should include the following:

Separate accounting and cost analysis for industrial operations, rehabilitation services, and ancillary services.

Separate identification of income attributable to the operation of the workshop, fees and tuitions, grants, gifts and other subsidy. Capital expenditures for buildings and major equipment should also be recorded separately from operating expenditures.

Payroll expenses should separately identify salaries paid to staff from wages paid to clients. Wage supplements paid to clients should be recorded separately.

Good accounting practices also require an inventory of equipment, raw materials, goods-in-process and finished goods.

Insurance and Liability Coverage

Risk management is the term applied to insuring the workshop and its employees against some hazard or disaster which may occur. The extent of insurance coverage is usually governed by the direct or indirect effect of the loss event in the organization, the cost of replacement of the loss, the financial resources of the workshop, and the cost of the risk coverage.

In view of the multiplicity of federal, state and local regulations, as well as varying insurance coverage and premiums, it is suggested that a professional, reputable insurance carrier be contacted.

Purchasing

The procurement of raw materials, supplies, tools and equipment is not always accorded sufficient management emphasis. Purchasing responsibility should be assigned to a specific staff member. This procurement officer should be aware of sources of supply for items commonly purchased by the workshop, best discounts available and terms of purchase.

Personnel Administration

Staffing needs are determined by types of services to be offered, number of clients to be served and funds available for financing. The rehabilitative value of the workshop depends upon a compatible relationship between professional, technical and production personnel. All must work effectively and harmoniously in developing and implementing plans specifically designed for each client.

The Board of Directors has final authority for approval of personnel policies and practices and vests its authority for the hiring, management, and supervision of the staff in the Executive Director. Each staff member should be provided with a copy of his job description and a handbook setting forth the organization's personnel policies. Staff performance should be evaluated annually by the Executive Director in conjunction with appropriate staff supervisors.

Realistic, appropriate personnel policies are vital to the morale of the staff and the stability of the facility. They should be considered a matter of official record, made available to all staff, and reviewed periodically.

Job Specifications - The Executive Director should develop a job description for each staff position. The objective use of job specifications will ensure evaluation of candidates in relation to actual job requirements.

Salaries - Salaries should be consistent with the responsibility of the position, and should be in line with prevailing salaries for comparable assignments elsewhere in the community. Inadequate salaries are a poor economy, since they result in continuous, costly turnover.

Assistance in ascertaining prevailing salary ranges for specific positions can be obtained from the state employment service, council of social agencies, United Fund and local industry.

A salary range based on years of service should be established for all positions, and periodic raises should be provided until the maximum for the salary grade is reached. Salaries should be reviewed periodically, since the law of supply and demand operates in a workshop as well as in private industry, and cost of living changes will affect the market. Review of the salary schedule should be standard practice whenever there is an addition, deletion or adjustment in job duties.

The salary of the Executive Director should be reviewed periodically by the Board of Directors and should reflect the growth and development of the agency.

Staff Training - Staff development through in-service orientation and on-the-job training should be provided for the workshop staff. Formal

orientation sessions will help familiarize new staff with the workshop's objectives, and rehabilitation philosophy. Staff members should also be encouraged to attend professional conferences, and should continue their professional education. Many agencies underwrite part of the cost of tuition for graduate study, grant time off for this purpose, or both. Each staff member should understand that he has a continuing responsibility for his own development on the job.

Recruitment - The number of trained personnel in the field of rehabilitation is inadequate, and the Executive Director should make use of all available recruitment resources. These include:

State employment services, which have offices throughout the country, fill positions ranging from professional and technical to unskilled, and operate a nationwide clearing house to search out persons with hard-to-find skills.

Professional schools and universities, many of which have placement services for their graduates, including social workers, vocational counselors, etc.

Professional rehabilitation journals which carry help-wanted advertisements.

The employment exchanges of a number of professional associations such as the American Psychological Association, the American Personnel and Guidance Association, the American Association on Mental Deficiency, the American Foundation for the Blind and the

Jewish Occupational Council.

Private fee-charging professional and technical employment agencies.

Advertising or publicity through the press, radio and television.

Word of mouth by Board members and other interested lay or professional persons.

Professional Internship - Because of the shortage of professionally trained personnel, each agency in the rehabilitation field has a responsibility to assist local colleges and universities in the development of new talent. This may be accomplished by providing internships for interested students. Neither the student nor the agency providing the internship is paid by the university. The intern works under the supervision of the Executive Director or a professional staff member. Some formal training may be provided, but on-the-job training is more common. In the case of on-the-job training, the intern actually works with a limited number of clients. The intern may also be involved in Board and committee assignments in order to receive as complete a background as possible. His supervisor is usually responsible for evaluating his work and reporting to his college or university, but the university may assign a representative to review the intern's work and progress and examine his records.

Intern training does pay off for the workshop. Interns frequently return after graduation to work with the agency in which they did their field work.

Chapter VII

TECHNICAL ASSISTANCE RESOURCES

The planning, development and operation of a sheltered workshop require effective utilization of technical assistance resources. Such assistance has been a key factor in changing workshops from "sweatshop" status to recognition as rehabilitation facilities capable of providing jobs and training for mentally retarded persons.

Rehabilitation Services Administration Technical Assistance

Prior to 1965, workshops relied largely upon local agencies and volunteers for technical assistance. In 1965, the Amendments to the Vocational Rehabilitation Act established a federally funded program of technical assistance under Section 13 of the Act. The program provided for technical assistance consultation to workshops in order to improve and/or expand the operation and delivery of services to the handicapped. Consultation is provided in a wide variety of areas including business management, accounting, industrial operations, work procurement, rehabilitation services development and building planning. Experts from these areas are paid by the Rehabilitation Services Administration (RSA), the federal agency responsible. The program is coordinated by the state vocational rehabilitation agency. Requests for technical assistance should be submitted to the state vocational rehabilitation agency.

Other Technical Assistance Resources

In addition to the RSA program, paid and voluntary technical assistance services are available in most communities. Paid consultants can be secured through local trade and technical societies. In some instances, technical

societies have provided free services to the workshop as a community project.

Two national organizations provide volunteer technical assistance to small businesses and, on a limited basis, to workshops: the Service Corps of Retired Executives (SCORE) and the Active Corps of Executives (ACE). These two organizations have a large membership and operate chapters throughout the country. Contact with SCORE and ACE can be made through regional and local offices of the Small Business Administration.

As noted previously, National Industries for the Severely Handicapped and National Industries for the Blind provide technical assistance to help workshops develop commodities and services for production for the federal government under the Wagner-O'Day Program.

Consultant Orientation

Effective use of technical consultants requires basic orientation regarding the operating philosophy and unique characteristics of the workshop. Most consultants are oriented toward the profit motive rather than the people-service goal. The Rehabilitation Services Administration Training Assistance program usually includes an orientation for consultants it uses, but volunteer groups lack the workshop orientation. The workshop should fully identify its problems and needs prior to requesting technical assistance and should provide the consultant with this basic information prior to his arrival.

Training Resources

A majority of colleges and universities offer some courses which will be helpful to workshop administrative, technical and professional staff. Addition-

ally, the Rehabilitation Services Administration provides financial support for a variety of training programs. Most of these programs are university co-sponsored. Contact your state vocational rehabilitation agency for information covering these programs.

Chapter VIII

PUBLIC RELATIONS

A strong, favorable community image is important to any organization or business, but particularly vital to the sheltered workshop. People who have never seen a workshop before are likely to ask a great many questions: What's this new "factory" in town all about? Who works there and what's wrong with them? Do they pay them anything; if not, who gets the money? A good public relations rule of thumb is: begin at the top. Educate the community from within. Develop support by inviting community leaders to become a part of the workshop. Invite them to serve as members of the workshop's Board of Directors. Include influential and respected citizens on working committees.

Good public relations - and a well-planned public information program - promote community understanding, help attract mentally retarded persons who need the workshop's services, and aid the enlistment of competent professional staff members.

If the workshop is truly meeting a need in the community, it has a real story to tell. Enlist the aid of local newspapers to create feature stories on the workshop. Encourage staff members to participate in TV and radio talk shows, and to volunteer as speakers before clubs, groups and organizations. Ask your contractors to do stories in their employee or sales publications on the workshop's role in their business. Again, the enlistment of news media representatives as Board or committee members is an invaluable headstart toward creating a favorable community image. If possible, include a member of a reliable public relations firm or advertising agency on your volunteer rolls.

Their knowledge will aid the workshop in gaining favorable publicity, and will help immeasurably in creating brochures, pamphlets and newsletters that project the workshop's goals, programs and needs in a professional manner.

A few suggested events and activities:

Arrange an open house tour, with attendant publicity.

Business and Industry Day - a special, well-publicized event. Local and area business leaders (potential contractors) are invited to see how the workshop functions.

Employer of the Year Award - Workshops should actively support this promotional program of the National Association for Retarded Citizens, which annually recognizes employers from both the public and private sector who have made outstanding contributions toward helping mentally retarded persons successfully enter the working world. Similar local awards programs can help both the workshop and the business concerned gain favorable recognition.

Encourage the news media, in cooperation with local government officials, to proclaim a "Hire the Handicapped" week, in which workshops and related activities receive special recognition and publicity.

Chapter IX

STANDARDS, ACCREDITATION, AND EVALUATION

Standards and guidelines are helpful in developing workshop goals and measuring program effectiveness. However, since needs vary from one workshop to another, each should be individually evaluated. There are no "rigid absolutes," only generally accepted standards of sound practice. There are several methods of administering standards and evaluating services, including agency certification, state licensing, and voluntary accreditation. The latter procedure usually involves the application of standards by a nationally recognized accrediting organization.

National Accreditation - Three national accreditation organizations are generally recognized for sheltered workshops: the Accreditation Council for Facilities for the Mentally Retarded (ACFMR), the Commission on Accreditation of Rehabilitation Facilities (CARF), and the National Accreditation Council (NAC). ACFMR is concerned with facilities serving the mentally retarded and other developmentally disabled, CARF generally accredits a wide variety of rehabilitation facilities including workshops, and NAC is concerned with facilities serving the blind and other visually handicapped.

It is recommended that at a minimum, a workshop serving any mentally retarded or developmentally disabled client participate with the ACFMR accreditation program.

A survey-questionnaire is furnished the facility to enable a self-assessment of compliance with standards to be completed by workshop staff. Later, a qualified survey team conducts a physical examination of the

facility, including plant, equipment, staff, records, reports and systems. Most importantly, a program audit is conducted to review a sample of the workshop clients to determine whether or not applicable standards are being met for each client. A detailed written report is furnished the workshop, outlining deficits, rating and observations.

Accreditation reports enable the administrator to obtain an objective appraisal of his workshop operation, and needs for improvement. The report also serves as a guide in long-range planning, and helps the agency Board of Directors gain insight into facility operations. This knowledge aids the Board in considering necessary changes and improvements.

Appendix 1

A GUIDE TO ORGANIZATION AND ADMINISTRATION

Incorporation

A sheltered workshop may apply for incorporation in its own right, or it may be organized under the corporate status of a parent organization. In either case, it will enjoy all the special privileges and protections which the law provides for corporate entities. Since it is a non-profit social agency, it should be clearly so established under law in order to take advantage of certain state and federal tax exemption privileges accorded non-profit charitable, religious, educational, or philanthropic organizations. Regulations of the Federal Internal Revenue Service with respect to such organizations should also be taken into account.

Incorporation is essential, and gives the agency legal status and added prestige. It establishes an entity that can sue or be sued, and it absolves individual members of the governing group from personal liability so long as they discharge their duties with reasonable diligence. Legal advice should be obtained in drawing up the proposed Certificate of Incorporation.

A Statement of Purpose, which will be included in the Certificate of Incorporation, should be carefully drawn, based upon the findings and recommendations of the planning committee. The Statement of Purpose should indicate, as a minimum, that the corporation's primary purpose is to provide rehabilitation and employment to the mentally retarded.

Articles of Incorporation should set forth: the name of the corporation, its period of duration, the name and address of each incorporator, the number

of persons on the charter Board of Directors, their names and addresses, the name of the initial registered agent, and the address of the initial registered office.

The original Articles of Incorporation must be filed with the Secretary of the state in which the workshop is incorporated (this may not necessarily be the state of operation of the workshop). A filing fee must accompany the filing. A Certificate of Incorporation or other certification of registration will be issued by the Secretary of State.

Copies of the Articles of Incorporation and the By-Laws must be filed with the nearest office of the U. S. Internal Revenue Service, requesting verification of tax exempt status as a non-profit organization under Section 501(c)(3) of the Internal Revenue Code.

By-Laws (Constitution)

Pursuant to the incorporation, the Constitution and/or By-Laws should be drafted and adopted by the governing body. This documents the legal entity through which the agency administers its business, program, and related services. The Constitution and/or By-Laws should:

State the name of the agency and the geographic area it intends to serve

State the purpose of the organization

Give a concise description of the organization's operating philosophy

Provide for the governing body

Specify procedures for selection, election and tenure of the Board of Directors

State the composition of the Board, i.e., members to represent parents, employees, industry, medical, management, socio-professional, etc.

State methods to alter, amend or repeal

Specify officers to be elected, methods of election, responsibilities of each office, and tenure of office

Provide that the Board shall be responsible for formulation and implementation of overall policy and management of the affairs of the corporation, including fiscal operation and physical plant

State the process of dissolution and distribution of assets

Establish regular meetings, annual meetings, and the method used to call special meetings; also, establish the method of meeting notification

Provide for committees - standing, special and/or advisory and denote responsibilities

Specify parliamentary procedures which shall prevail in the conduct of meetings

Delineate method(s) for voting (i.e., in person, via mail, proxy, etc.) and,

Specify quorum requirements (at least one-third of the membership should be required).

Board of Directors

When an organization has a body of members which elects a Board of Directors, ultimate authority may rest with the membership (e.g., the Association for Retarded Citizens) or the membership may vest full authority in the Board. Full and final responsibility rests with the Board of Directors of organizations

not having a body of members. The Board of Directors should provide effective leadership, resourcefulness, and stability for the agency. It should:

Assume responsibilities as set forth in the Constitution and/or By-Laws

Exercise general supervision, and establish policy regarding property, funds, management and operations

Serve without pay

Record and maintain minutes of all meetings

Designate an executive committee composed of officers plus one or two members at large and establish its responsibilities and limitations

Establish short, intermediate and long-range plans to achieve goals and objectives as stated in the Constitution and/or By-Laws

Periodically assess the needs of the target population and cooperate with related agencies to assure a continuity of service (written working agreements and/or contracts with related agencies should be secured)

Be responsible for annual evaluation of the program activities (a team approach is suggested, the team being composed of representatives of the Board, staff, and client)

Assure that no person shall serve as a voting member on the Board when possibility of personal gain or membership on the governing Board of another organization produces a conflict of interest

Employ an Executive Director and delegate to him authority and responsibility for the management of the affairs of the agency in accordance with established policies, rules and regulations; and,

Review and approve organization goals and objectives developed by the Executive Director and his staff, and, annually, the salary structure of key staff positions.

The size of the Board of Directors will depend upon a variety of factors, such as the client population, the geographic area to be served, and the diversification of services which are to be undertaken.

Membership should be sufficiently broad to enable the Board to carry out its responsibilities efficiently and objectively and to assure that the workshop will receive community support. Business and organized labor should be among the community interests represented. Organized labor will properly be concerned with the maintenance of fair labor standards in the workshop, and representatives of both labor and industry will constitute a resource on which the workshop director can draw for management consultation and advice. It is labor's point of view that more effective labor representation can be expected if the central labor council or comparable local labor body is consulted in the selection of a labor representative for the Board.

To provide continuity and stability, procedures should be developed for appointing members, fixing terms of office, selecting replacements and scheduling meetings.

Committees

In appointing committees, the Board should stipulate their purpose and tenure. The committee should keep notes of meetings, and present written progress reports as required, and a final report to the Board of Directors. Committees common to most organizations are:

Executive Committee - An Executive Committee may provide efficient functioning between Board meetings, if the Board is of considerable size. It usually consists of the elected officers, past president, and one or

more members at large elected by the Board.

Standing Committees - Standing Committees are usually designated in the By-Laws to perform work of an on-going nature, and their tenure usually coincides with that of the officers. Examples include: Program, Budget, Public Relations, and Personnel.

Advisory Committees - It is desirable to establish an Advisory Committee for each direct service program. At least two Board members should be appointed to each such committee, and invitations should be extended to other interested citizens and clients. The committee members should be representative of a cross-section of the community, such as business, labor, professions, public officials, etc. The Advisory Committee should meet regularly to assess the program and propose new avenues of service in writing to the Board.

Special Committees - A Special Committee is established for a specific purpose and discharged when its assignment is completed. Some examples of such committees are Program Evaluation, Audit, etc.

Executive Director (Administrator)

The Executive Director is hired to carry out policies and supervisory responsibilities as specifically delegated by the Board. He attends all meetings, and serves as liaison between the Board and staff. To effectively administrate the agency, he should:

Develop job descriptions, employ staff, set forth their duties, designate lines of authority and communication, and provide a chart of the

organization

Develop and implement a staff improvement program: (i.e., in-service training, visits to related programs, etc.)

Assist the Board in formulating and maintaining policies, rules, and regulations, aid in program planning, and promote community education and involvement

Prepare an annual budget and submit it to the Board for approval

Administer the budget in accordance with accepted and sound accounting procedures

Make provisions for staff pension, hospitalization plan, and proper insurance coverage, including fire, public liability, workmen's compensation, and fidelity bonding

Assume responsibility for compliance with all federal, state and local regulations with respect to client, staff, and agency

Provide written reports to the Board relating to administrative and program activities

Assume responsibility for the maintenance and safekeeping of agency and client records with respect to confidentiality and protection from fire and theft

Provide for the procurement and maintenance of resource materials for staff education, program supplies and equipment

Provide for an information, referral, and follow-along service for the mentally retarded employees

Develop and provide a program of community education and information

Coordinate facility services with other related community agencies; and,

Develop and implement management procedures designed to meet objectives and goals adopted by the Board.

Experience and qualifications of the workshop Executive Director may vary widely, but the most frequently listed qualifications include:

Prior experience in management and supervision

A college degree with major studies in management, education, psychology, social work, or rehabilitation

A history of career advancement - evidence of leadership skills and initiative; and,

Evidence of special interest or involvement in human services work - either in paid employment or volunteer service.

Staffing

The Board of Directors is responsible for the selection of the Executive Director who, in turn, is responsible for the hiring of other staff members. Selection of a highly qualified and experienced staff is of critical importance.

Because the operation of a sheltered workshop is one which combines both business and service functions, an organizational chart is necessary to delineate job responsibilities and relationships. In a new workshop, the chart should distinguish between rehabilitation services and industrial operations, but a more complex chart would be required as growth develops.

The staffing pattern would be governed by the types of programs provided and the financial structure.

Appendix 2

NATIONAL ORGANIZATIONS AND FEDERAL AGENCIES INTERESTED IN THE HANDICAPPED

The following represents a listing of major national organizations and agencies with major emphasis on the handicapped. (A more complete list is available from Committee for the Handicapped, People to People Program, Suite 610, LaSalle Building, Connecticut Avenue and "L" Streets, Washington, D. C. 20036.)

American Association for Health, Physical Education and Recreation
Programs for the Handicapped
1206 16th Street, N. W.
Washington, D. C. 20036
(202) 833-5547

American Association on Mental Deficiency
5201 Connecticut Avenue, N. W.
Washington, D. C. 20015
(202) 244-8143

American Personnel and Guidance Association
1607 New Hampshire Avenue, N. W.
Washington, D. C. 20009
(202) 483-4633

Blinded Veterans Association
1735 DeSales Street, N. W.
Washington, D. C. 20036
(202) 347-4010

Bureau of Education for the Handicapped
U. S. Office of Education
400 Maryland Avenue, S. W.
Washington, D. C. 20202
(202) 245-9661

Council of State Administrators of Vocational Rehabilitation
1522 "K" Street, N. W., Suite 836
Washington, D. C. 20005
(202) 659-9383

Disabled American Veterans
3725 Alexandria Pike
Cold Spring, Kentucky 41076
(606) 441-7300

Goodwill Industries of America
9200 Wisconsin Avenue
Washington, D. C. 20014
(301) 530-6500

International Association of Rehabilitation Facilities, Inc.
5530 Wisconsin Avenue
Washington, D. C. 20015
(301) 654-5882

National Association of the Deaf
814 Thayer Avenue
Silver Spring, Maryland 20910
(301) 587-1788

The National Association for Mental Health, Inc.
1800 North Kent Street
Arlington, Virginia 22209
(703) 528-6405

National Association of the Physically Handicapped, Inc.
6473 Grandville Avenue
Detroit, Michigan 48228
(313) 271-0160

National Association for Retarded Citizens
2709 Avenue "E" East
P. O. Box 6109
Arlington, Texas 76011
(817) 261-4961

National Association of State Mental Health Program Directors
1001 Third Street, S. W.
Washington, D. C. 20024
(202) 638-2383

National Congress of Organizations of the Physically Handicapped, Inc.
7611 Oakland Avenue
Minneapolis, Minnesota 55423
(612) 861-2162

National Easter Seal Society for Crippled Children and Adults, The
2023 West Ogden Avenue
Chicago, Illinois 60612
(312) 243-8400

National Industries for the Blind
1455 Broad Street
Bloomfield, New Jersey 07003
(201) 338-3804

National Industries for the Severely Handicapped
4350 East West Highway, Suite 204
Washington, D. C. 20014
(301) 654-0115

National Multiple Sclerosis Society
257 Park Avenue South
New York, New York 10010
(212) 674-4100

National Paraplegia Foundation
333 North Michigan Avenue
Chicago, Illinois 60601
(312) 346-4779

National Rehabilitation Association
1522 "K" Street, N. W.
Washington, D. C. 20005
(202) 659-2430

National Rehabilitation Counseling Association
1522 "K" Street, N. W.
Washington, D. C. 20005
(202) 296-6080

Paralyzed Veterans of America
7315 Wisconsin Avenue, Suite 301W
Washington, D. C. 20014
(301) 652-3464

The President's Committee on Employment of the Handicapped
1111 20th Street, N. W.
Sixth Floor
Washington, D. C. 20210
(202) 961-3401

The President's Committee on Mental Retardation
330 Independence Avenue, S. W.
South Building, Room 3232
Washington, D. C. 20201
(202) 245-7634

Professional Rehabilitation Workers with the Adult Deaf, Inc.
814 Thayer Avenue
Silver Spring, Maryland 20910
(301) 589-0880

Rehabilitation International USA
17 East 45th Street
New York, New York 10017
(212) 682-3277

Social and Rehabilitation Services/Department of HEW
330 "C" Street, S. W.
South Building, Room 5006
Washington, D. C. 20201
(202) 245-6726

Social Security Administration
6401 Security Boulevard
Baltimore, Maryland 21235
(301) 594-1234

United Cerebral Palsy Associations, Inc.
66 East 34th Street
New York, New York 10016
(212) 889-6655

United States Department of Labor
Washington, D. C. 20210
(202) 523-7316

Appendix 3

TECHNICAL RESOURCE ORGANIZATIONS

Federal Agencies

Rehabilitation Services Administration
Office of Human Services
U. S. Department of Health, Education and Welfare
Washington, D. C. 20201

Contact: State Rehabilitation Agency

Small Business Administration
SCORE/ACE Program

Contact: Local or Regional SBA office

National Organizations

National Industries for the Blind
1455 Broad Street
Bloomfield, New Jersey 07003

National Industries for the Severely Handicapped
4350 East West Highway
Suite 204
Washington, D. C. 20014

Appendix 4

BIBLIOGRAPHY AND REFERENCES

Major references used in developing this publication were:

Barton, Everett H., Jr. The Rehabilitation Workshop and the Foreman's Role. San Francisco, Calif.: University of San Francisco, Rehabilitation Workshop Administration Program, 1971.

Council of State Administrators of Vocational Rehabilitation. Guidelines for Working Relationships between V.R. Agencies and Rehabilitation Facilities. Washington, D. C.: Council of State Administrators of Vocational Rehabilitation, 1972.

Cull, John G. and Richard E. Hardy. Administrative Techniques of Rehabilitation Facility Operations. Springfield, Ill.: Charles C. Thomas, 1974.

Daniels, Lloyd Keith. Vocational Rehabilitation of the Mentally Retarded: a Book of Readings. Springfield, Ill.: Charles C. Thomas, 1974.

Ghent, Betty, Joann Otto and Phil Rushing. Guidelines for Social Habilitation and Prevocational Programs in Work Activity Facilities. Springfield, Ill.: Illinois Department of Mental Health, 1973.

National Association for Retarded Children.* Organizing a Sheltered Workshop. New Hork, N. Y.: National Association for Retarded Children, 1968. rev. ed.**

National Association of Sheltered Workshops and Homebound Programs. Sheltered Workshops: A Handbook. Washington, D. C.: National Association of Sheltered Workshops and Homebound Programs, 1966.***

Nelson, Nathan. Workshops for the Handicapped in the United States: An Historical and Developmental Perspective. Springfield, Ill.: Charles C. Thomas, 1971.

Seward, Henry C. "History and Development of Workshops for the Blind in the United States." In, American Association of Workers for the Blind. Blindness 1968, Annual Report. Washington, D. C.: American Association of Workers for the Blind, 1968.

* National Association for Retarded Citizens, 1974.
** Out of print.
*** Merged with Association of Rehabilitation Centers into International Association of Rehabilitation Facilities. Now Association of Rehabilitation Facilities.

"Sheltered Workshops 1965: Special 38-page Report on Key Issues." Journal of Rehabilitation, Vol. 31, 1 (January-February, 1965), 17-52. (Entire issue devoted to sheltered workshops.)

U. S. Employment Standards Administration. Wage and Hour Division. Employment of Handicapped Clients in Sheltered Workshops. Washington, D. C.: U. S. Department of Labor, 1974. Revised.

U. S. Manpower Administration. Sheltered Workshops: A Pathway to Regular Employment. Washington, D. C.: U. S. Department of Labor, 1967. (Manpower Research Bulletin No. 15)

U. S. Rehabilitation Services Administration. Contract Procurement Practices of Sheltered Workshops by Michael Dolnick. Washington, D. C.: U. S. Government Printing Office, 1969.

U. S. Rehabilitation Services Administration. Selected Rehabilitation Facilities in the United States by Thomas Fitzpatrick. Washington, D. C.: U. S. Government Printing Office, 1971.

U. S. Rehabilitation Services Administration. Selling to Industry for Sheltered Workshops. Washington, D. C.: U. S. Government Printing Office, 1973. (DHEW Publication No. (SRS) 73-25072.)

U. S. Rehabilitation Services Administration. Standards for Rehabilitation Facilities and Sheltered Workshops. Washington, D. C.: U. S. Government Printing Office, 1972. (DHEW Publication No. (SRS) 72-25010, 1971 Revised.)

Zaetz, Jay L. Organization of Sheltered Workshop Programs for the Mentally Retarded Adult. Springfield, Ill.: Charles C. Thomas, 1971.

Other Sources:

Write/Order: Superintendent of Documents
U. S. Government Printing Office
Washington, D. C. 20402

Human Relations in Small Business, (SBA 1.12:3)

Improving Material Handling in Small Business, (SBA 1.12:4)

Cost Accounting for Small Manufacturers, (SBA 1.12:9)

New Product Introduction for Small Business Owners, (SBA 1.12:17)

Profitable Small Plant Layout, (SBA 1.12:21)

Insurance and Risk Management for Small Business, (SBA 1.12:30)

U. S. Government Purchasing and Sales Directory, (SBA 1.13/3:972)

Managing for Profits, (SBA 1.12:M31/11)

U. S. GOVERNMENT PRINTING OFFICE : 1976 O - 210-882(76)